

Financial Management

**ANG RESOURCE MANAGEMENT
POLICIES AND RESPONSIBILITIES FOR COMMANDERS**

This instruction identifies responsibilities for financial management in the Air National Guard (ANG). It implements AFPD 65-6, and in conjunction with AFI 65-601, AFP 170-1, the annual ANG Financial Guidance All States Policy letter, and the ANG Data Element Code pamphlet provides guidance, policy, and procedures pertaining to the performance of budget execution and financial management responsibilities. It applies to all ANG organizations and activities. Recommended changes to this instruction should be submitted to ANG/FMB, Andrews AFB MD 20762-5157.

1. References, Abbreviations, Acronyms and Terms.

See attachment 1.

2. ANG Resource Management Policy:

2.1. Purpose. The ANG Resource Management System (RMS) is established, operated, and maintained for the purpose of achieving mission accomplishment within available resources. Commanders are responsible for the process.

2.2. Objective. The specific objective is to promote financial and resource management participation at appropriate levels of management in order to maximize operating effectiveness and efficiency. Participation requires the involvement of personnel, from senior commanders down to operating managers, at the level where significant resources are consumed. This formal process incorporates resource determination, justification, allocation, and utilization.

2.3. Responsibilities:

2.3.1. The State Adjutant General is responsible for implementing ANG policies and directives. This includes providing state policy guidance to Air Commanders and ensuring that necessary reviews and approvals are conducted and applied throughout the financial management process.

2.3.2. United States Property and Fiscal Officer (USPFO). The USPFO is appointed by the Chief, National Guard Bureau (CNGB), under the authority of 32 USC 708 in an active duty tour (title 10 USC 672(d)). The USPFO is not subject to state authority nor a member of the National Guard while serving this tour. The USPFO will receive and account for all

funds and property of the United States in the possession of the National Guard of a specified state or territory, and must ensure that federal funds are obligated and expended in conformance with applicable statutes and regulations. The USPFO advises and assists the units, organizations, and activities within the state to ensure federal funds are used in accordance with (IAW) applicable Air Force directives as implemented by the CNGB. The USPFO may appoint and delegate authority to the Financial Manager as an Assistant USPFO (fiscal) for executing financial programs at base level. The Assistant USPFO (fiscal) provides technical assistance and advice to the Air Commander and his staff on the proper use of federal funds, budget call, and obligation plans. Once an individual is appointed as an Assistant USPFO, a dual responsibility is established. This individual is responsible to the commander, through his or her technician and military relationships, and to the USPFO when functioning within the authority delegated by the USPFO.

2.3.3. Commander. Resource management is an inherent responsibility of the commander. Each commander is responsible for the productive, prudent, and lawful use of all allocated resources IAW public law, established directives, and provided guidance. Each commander ensures a balanced annual distribution of resources that adequately provides for both the operational and support missions. The commander's active support and participation in all phases of resource management is essential for program success and can be achieved by inquiring

about program conditions, reviewing causes, weighing alternatives, and directing action. The commander fulfills the basic resource management responsibilities as chairperson of the unit Financial Management Board (FMB).

2.3.4. Financial Manager. Each Financial Manager is the principal financial advisor to the commander, group commanders, and other senior-level personnel for those units supported by the Operating Budget Account Number (OBAN). The Financial Manager ensures effective and economical application of financial resources to accomplish the mission, and also administers all federal funds allocated to the OBAN.

2.3.5. Budget Analyst. The primary role of the budget analyst is to estimate the cost of ANG programs, develop budget estimates and financial policies, guide and direct budget justification, and aide commanders in the orderly administration of all appropriated funds available to the ANG. The budget analyst will provide technical assistance to the Resource Center Manager (RCM), Resource Advisor (RA), other staff officials and tenant units. The budget analyst will disseminate financial management policy decisions and procedural guidance to appropriate management personnel.

2.4. ANG Policies for Commanders:

2.4.1. Program Balance. The distribution of resources must represent an equitable level of funding for all mission related responsibilities.

2.4.2. Management Control. The commander has the prerogative within the context of participative management to determine the degree of centralized or decentralized management control of resources required in consideration of mission needs, managerial circumstances, type resource involved, and local requirements. Commanders and Financial Managers should consider the economy of scale when decentralizing funding within certain commodities.

2.4.3. Flexibility. Commanders may exercise flexibility in the allocation of resources to meet local program priorities. The exercise of this flexibility must be consistent with mission responsibilities, legal and administrative limitations, current directives, and ANG guidance.

2.4.4. Priority Use of Funds. Appropriated funds will be applied to approved requirements on a priority basis.

2.4.5. Operating Effectiveness. Actual needs and expected benefits must be fully examined in terms of cost, utility of operations, and available alternatives. Managers at all levels share the responsibility for

resources which they either directly or indirectly control.

2.4.6. Planning and Coordination. The commander and staff ensure all matters with present or future financial and resource implication are fully coordinated with the Financial Manager.

3. Concept of Operation:

3.1. Financial Planning. Financial planning is the basic prerequisite for successful resource management. The financial plans (FPlan) for each unit must reflect total requirements and specify funded and unfunded programs or activities. Each unit's spending plan must be flexible enough to cover the lack of required program funds due to ANG level of funding and priorities.

3.2. Financial Programming. Resources will be programmed to each unit to the fullest extent possible. Annual and quarterly targets will be distributed to the Responsibility Center (RC) level where the resources are managed IAW the ANG Data Element Code pamphlet.

3.3. Program Execution. All personnel charged with executing approved programs, who directly or indirectly cause the expenditure of appropriated funds, do so within the context of an approved and funded program. Budget execution requires full knowledge of the annual spending plan to include; annual program, current expenditures, available resources, and unit priorities.

3.4. Funds Control. Local management controls will be established to: preclude the unauthorized expenditure of appropriated funds; ensure funding floors are achieved and ceilings are not exceeded; and ensure compliance with administrative and legal limitations.

3.5. Priority Strategies. Financial programs will be developed and executed within approved priorities. Priorities should be developed on the basis of contribution to the overall mission accomplishment. As a general rule, all priority one requirements should be funded before considering priority two requirements. Priorities will be established IAW the following general guidance.

3.5.1. Priority One. Minimum essential requirements are: the continuance of minimally acceptable primary mission operations; "must pay" expenses associated with contractual agreements, public law, and/or other irrevocable arrangements; the minimum essential health and safety requirements; and the minimum essential requirements for the protection of government resources.

3.5.2. Priority Two. These priorities are other operating requirements. These are all other mission

and mission support requirements not identified as minimum mission essential.

4. Resource Management System (RMS). The objective of the RMS is for managers to effectively use resources, to measure actual performance compared to planned performance, and to use FPlans and accounting data to enhance management control at each organizational level. This is accomplished by assigning financial management responsibilities to those managers who plan, direct, coordinate, and control work activities of their organizations. These managers identify, acquire, and consume resources in the performance of the unit mission. The RMS provides a way to establish priorities, choose policies, acquire resources, and act to get the desired results at an acceptable cost. The active participation of these managers in all phases of the resource management process is essential for success. The RC is the main focal point for organizational resource management.

4.1. Financial Structure. The budget function will establish a local directive to pinpoint formal financial management responsibilities. It will develop and revise, as required, with assistance of other staff offices and the accounting activity, the Responsibility Center/Cost Center (RC/CC) structure required to administer the operating budget to maintain integrity of reporting.

4.2. Responsibility Center Management. RCs represent an organizational subdivision of an operating activity. They are the focal point for managerial control of subordinate RCs and/or Cost Centers (CC), and function as a reporting level for financial accounting. Each unit commander determines the unit RC structure IAW the ANG Data Element Code pamphlet to ensure that responsibility for resource management is clearly assigned within all subordinate organizations. All unit activities fall within a hierarchy of RCs. They are established on the basis of unit mission, span of control, and significance of resource consumption. Major functional areas, as locally defined, are operations, logistics, and support. RC managers for major RCs are designated as FMB members. RCs subordinate to major RCs are established, as required, to fix program responsibilities and manage operating budget development and execution. A group commander is termed the RCM of a designated major RC. The RCM plans, directs, and coordinates the resource management activities of subordinate RC/CCs. The RCM has formal resource management responsibility for the entire RC. Specific responsibilities include; budget development, budget execution, and RMS administration.

4.2.1. Budget development responsibilities include reviewing resource requirements developed by subordinate activities, ensuring that such requirements are complete, accurate, valid, fully justified, and conform with command and local priorities. The RCM integrates requirements into a FPlan for the entire RC. The RCM approves final inputs to FPlans and ensures such submissions comply with appropriate instructions, directives and established suspenses. In addition, he or she defends and justifies RC budget before the Commander's review authorities.

4.2.2. Budget execution responsibilities include determining distribution of initial annual program and subsequent adjustments. The RCM analyzes the plans and performance (targets and obligations) of subordinate organizations at least monthly, to identify imbalances in resource distribution. Analysis will be performed to identify causes of overages or shortages. The RCM should review alternative actions and balance programs within available funding. In addition, the RCM develops and maintains a priority listing of unfunded requirements. He/she must have a thorough understanding and comply with AFR 177-16, *Administrative Control of Appropriations*. The RCM should be prepared to brief RC status and requirements at financial management committee meetings.

4.2.3. Under RMS Administration, the RCM appoints a resource advisor (RA) IAW paragraph 4.3. below. The RCM reviews appointments, performance, and training status of RAs including their alternates and Cost Center Managers (CCM). The RCM ensures all financial matters are coordinated with the RA.

4.3. Resource Advisor. RAs are formally appointed by each RCM in writing. An information copy of the appointment letter should be sent to the supporting base financial management office. The Alternate Resource Advisor (ARA) is appointed in the same manner and with the same criteria as the RA. The ARA assists the primary RA and assumes financial duties during the absence of the primary.

4.3.1. The following criteria will be used in selecting the RA and the ARA:

4.3.1.1. Broad working knowledge of the organization.

4.3.1.2. Knowledge of the accounting, procurement, and supply systems.

4.3.1.3. Grade, organization position, and the ability to communicate successfully with personnel in subordinate, lateral, and higher organizations.

4.3.1.4. Mature judgment, usually resulting from experience.

4.3.1.5. Accessibility to the RCM.

4.3.1.6. Ability to absorb RA responsibilities along with primary duties. (Note: Financial Management personnel will not be appointed as RAs.)

4.3.1.7. Be able to fulfill their resource management duties for at least 1 year.

4.4. Responsibilities. RAs are the primary point of contact with financial management personnel and other RAs on resource management matters within their specific RC. RA responsibilities include: budget development, budget execution, and RMS administration.

4.4.1. Budget Development. Budget development requires knowledge of the organization's fiscal requirements. The RA must understand the relationship between output and costs and help prepare estimates for resources. He/she consolidates funding requirements of subordinate RC/CCs and briefs the RCM on proposed budgets for approval.

4.4.2. Budget Execution. Budget execution includes assisting in developing obligation and expense targets; providing planning, surveillance, coordination, and control of RC finances; monitoring the expenditure of funds in day-to-day (RC/CC) operations; briefing RCM on the RC financial program; advising the budget analyst of any changes in the submitted requirements; and assisting the financial management office during fiscal year-end closeout.

4.4.2.1. When developing the annual program the following applies:

4.4.2.1.1. Ensure essential operating requirements are fully financed within the annual program.

4.4.2.1.2. Develop a prioritized listing of unfunded requirements and submit to the budget office as required.

4.4.2.2. To control RC finances apply the following:

4.4.2.2.1. Review and approve AF Form 9, **Purchase Request**. Ensure correct element of expense investment code (EEIC) and RC/CC codes are used. Verify purposes and determine if program amounts are adequate.

4.4.2.2.2. Review TDY orders to ensure trips are within guidelines and limitations provided by ANG and local FMB.

4.4.2.2.3. Monitor annual contracts and delivery orders to ensure proper posting of charges.

4.4.2.2.4. Establish and document within management control plan, internal controls applicable to all personnel who may initiate expenditure of RC funds.

4.4.2.2.5. Develop quarterly targets and review program status.

4.4.2.2.6. Understand and interpret management reports and recommend necessary management action to the RC or CC manager.

4.4.2.3. Monitoring the expenditure of funds include:

4.4.2.3.1. Receiving and analyzing unit level financial data through available system resources (e.g., Automated Resource Management System (ARMS), Micro-based Budget Automated System (MBAS), and Maintaining, Preparing and Producing Executive Reports (MAPPER)). Provide financial data to RCMs/CCMs, as applicable.

4.4.2.3.2. Analyzing planned and actual expenditures identifying and explaining deviations from approved programs.

4.4.2.3.3. Identifying resource imbalances (shortages and overages) and recommending appropriate action to the RCM.

4.4.2.3.4. Reprogramming funds internally, with RCM approval, to resolve imbalances and funding problems.

4.4.2.3.5. Briefing RCM on the RC financial program to include annual program status, unfunded requirements, actual and potential funding problems, and recommended reprogramming actions.

4.4.2.3.6. Briefing RC status and requirements, as necessary, at the Financial Working Group (FWG).

4.4.3. RMS Administration. RAs administer resource management system requirements for the RC by:

4.4.3.1. Establishing and maintaining a file of directives required for managing RC resources (see attachment 1).

4.4.3.2. Maintain continuity folders (see attachment 2).

4.4.3.3. Developing written instructions detailing unit operating procedures (e.g., processing TDY orders, ordering supplies and equipment, local purchase procedures, etc.).

4.4.3.4. Ensuring that the ARA and CCM are sufficiently trained.

4.5. Cost Center Manager. Each RC may be subdivided into smaller organizational units identified as CCs. The CC is the basic production organization and represents the level at which costs are incurred and accumulated. The supervisor or functional manager responsible for the day-to-day operations of the CC are designated CCMs.

4.5.1. CCM responsibilities include:

4.5.1.1. Budget Development. Develops requirements and justification for budgets and FPlans, directed by the RA.

4.5.1.2. Budget Execution. The CCM will monitor expenditures and fund status to ensure quarterly fund targets are not exceeded. He/she will advise RA of changes in mission requirements. Responsibility

includes ensuring that all due-outs are reviewed by the proper account custodian. The CCM will also ensure that quantities of requisitioned items satisfy mission requirements.

5. Financial Management Committees. Participatory financial management is a corporate organizational approach which combines efforts of the commander and supporting staff. It is the most effective, efficient way to set priorities or to reduce, defer, or eliminate programs. To provide collective resource management action, each base-level organization must establish and maintain a financial management structure, consisting of a FMB and a FWG. Small organizations, where the FMB and FWG composition would essentially be the same, may form a single committee. (Approval from ANG/FMB is required.) This structure gives line managers flexibility in determining how organizational resources are to be applied for mission accomplishment, while recognizing the technical and support responsibilities of staff managers. It affords the means by which organizations compete for resources

on the basis of individual program merit and degree of contribution toward overall mission objectives.

5.1. Financial Management Board.

5.1.1. Membership. FMB composition includes top-level managers with the membership tailored to the type of the organizational structure involved. The chairperson will formally designate voting FMB members and non-voting advisors by position in writing. This letter will be filed in the financial management office. Voting membership must ensure balanced representation from each directorate and major tenants within the base structure. Typical membership is indicated in Figure 5.1. The chairperson may appoint additional members/advisors as required based upon local management needs. While not voting members, technical advisors may enhance the FMB decision-making process by providing specific impact information and program detail. The following examples are provided: base civil engineer, communications representatives, budget analyst, chief of supply, contracting officer, and medical technician.

Staff	Position
Commander	Chairperson (see Note 1)
Vice Commander	Member
Logistics Group Commander	Member
Operations Group Commander	Member
Support Group Commander	Member
ANG Tenant Commander	Member (see Note 2)
ANG Tenant Operations Group Commander	Member (See Note 2)
ANG Tenant Logistics Group Commander	Member (See Note 3)
Other Major ANG Unit Technicians/Commanders	Members (See Note 3)
Financial Manager	Advisor
Budget Analyst	Advisor/Recorder

Note 1: The commander must designate the alternate chairperson in a letter to the Financial Manager.

Note 2: Multi-flying unit bases.

Note 3: For example; geographically separated units.

Figure 5.1. Typical Membership Staff

5.1.2. Responsibilities. Responsibilities of members:

5.1.2.1. The chairperson will ensure:

5.1.2.1.1. All FMB and member responsibilities are carried out.

5.1.2.1.2. In addition, he/she will provide final approval or disapproval for all financial and resource management activities and programs.

5.1.2.1.3. During the fiscal quarter (for quarterly authority only) the FMB may delegate reprogramming authority to the FWG or Financial Manager to ensure maximum fund utilization, maintain established or administrative limitations, and avoid mission impairment. (NOTE: Reprogramming action taken by FMB must have prior coordination of all involved organizations.) All reprogramming and adjustment actions taken by the FWG or FM must be presented at the next FMB meeting.

5.1.2.1.4. During the third quarter the Financial Manager should get formal FMB approval to move annual authority during the last fiscal quarter between RCs IAW the unit end-of-year spending plan.

5.1.2.2. Each FMB member will :

5.1.2.2.1. Discuss and defend requirements, cost estimates, and justification for operating budget submissions for their area of responsibility.

5.1.2.2.2. Be prepared to discuss specific current program, reasons for over and under execution, resource imbalances, excess funding, reprogramming impacts, and unfunded requirements.

5.1.2.2.3. Review and approve the distribution of quarterly and annual targets. Review requirements for approved programs and activities to ensure balanced financial support throughout.

5.1.2.3. The recorder responsibilities include:

5.1.2.3.1. Preparing meeting agenda to ensure all necessary topics are presented and pre-brief key members on major issues prior to the meeting as deemed necessary.

5.1.2.3.2. Briefing the FMB on the Status of Funds.

5.1.2.3.3. Presenting FWG recommendations to the FMB for review and action.

5.1.2.3.4. Advising the FMB on ANG/USAF policies pertaining to funds management, as required.

5.1.2.3.5. Preparing written minutes of each meeting IAW this instruction.

5.1.2.3.6. Ensuring implementation of FMB approved decisions and policies.

5.1.3. Meetings. Meetings are regularly held at least once each fiscal quarter. Financial data will vary according to local needs and wants. Suggested agenda items include the following:

5.1.3.1. Review and approve the distribution of annual operating budget authority (OBA).

5.1.3.1.1. Ensure funds are issued on a priority basis.

5.1.3.1.2. Ensure annual programs are both valid and adequate to meet mission responsibilities.

5.1.3.1.3. Approve all annual reprogramming actions between major RCs.

5.1.3.1.4. As appropriate, ensure that a current listing of unfunded requirements is established and maintained in approved priority sequence for each category of funding.

5.1.3.2. Review the status of appropriated funds to analyze execution of the annual program.

5.1.3.2.1. Operations and Maintenance (O&M) programs are reviewed IAW locally determined formats, such as commodity within RC/CC.

5.1.3.2.2. O&M reimbursement programs are reviewed.

5.1.3.2.3. Base procured investment equipment programs are reviewed by line item in priority sequence.

5.1.3.2.4. All other programs are reviewed as deemed necessary by the chairperson.

5.1.3.3. Review local status of the Air Force Stock Fund (AFSF) ordering authority to ensure programmed supply and equipment requirements can be satisfied. (Note: As required, by the chief of supply.)

5.1.3.4. Review any significant financial guidance and policies provided by ANG/FMB, such as general and specific guidance accompanying initial funding; budget call instructions, mid-year review, fiscal year-end reporting, specific commodity guidance, legal limitations, etc.

5.1.3.5. Review and approve base FPlans prior to submission to ANG/FMB.

5.1.3.6. Address all other issues pertaining to the financial condition of the unit as deemed necessary by the chairperson.

5.1.4. Meeting minutes. Written minutes for each FMB meeting will be prepared in the format shown in attachment 3. FMB minutes will be signed by the recorder, approved by the commander, and filed in the base financial management office. A copy of the minutes will be provided by the base Financial Manager to all FMB members within a reasonable timeframe (normally within 30 days). In addition, a copy of FMB minutes will be forwarded to the USPFO and all FWG members.

5.2. Financial Working Group. The FWG manages commodities and resources integral to the operating activities of the base or units.

5.2.1. Membership. The FWG will be chaired by the budget analyst and is composed of RAs and technical advisors as locally determined by the chairperson. Each applicable RCM will formally

designate their FWG member and advisor by position in writing. Letters will be filed in the base financial management office. Suggested membership is listed

in figure 5.2. The chairperson may decide on additional voting members and non-voting advisors based on local management needs.

Staff	Position
Budget Analyst	Chairperson
RA for Operations	Member
RA for Logistics	Member
RA for Maintenance	Member
RA for Recruiting	Member
RA for Medical	Member
RA for Civil Engineering	Member
RA for Communication Flight	Member
RA for Security Police	Member
RA for Mission Support Flight	Member
RA for Services Flight	Member
RA for State Headquarters	Member
RA for Geographically Separated Unit (GSU)	Member

Figure 5.2. Typical FWG Membership.

5.2.2. Responsibilities. Responsibilities of members:

5.2.2.1. The chairperson will ensure all FWG and member responsibilities are carried out. In addition, he/she will inform FWG members of actions approved/disapproved or directed by the FMB.

5.2.2.2. Each FWG member will:

5.2.2.2.1. Identify, compute, estimate, justify, and defend their financial requirements.

5.2.2.2.2. Review current and forecasted obligations to ensure that annual and quarterly programs are adequate and valid. Recommend reprogramming or other management action to the FMB when needed.

5.2.2.2.3. Brief respective RCM on the matters to be presented, discussed, and recommended by the FWG to prepare the member for the FMB meeting.

5.2.3. Meetings. Regular meetings will be held at least once each fiscal quarter. Suggested agenda items include:

5.2.3.1. Develop initial and subsequent distribution of annual OBA.

5.2.3.1.1. Ensure funds are applied on a priority basis to overall mission requirements.

5.2.3.1.2. Review annual programs for validity and adequacy.

5.2.3.1.3. Recommend annual reprogramming actions.

5.2.3.1.4. As appropriate, develop a current listing of unfunded requirements and recommend to the FMB a priority sequence for each category of funding.

5.2.3.2. Review the status of appropriated funds to analyze execution of the annual program.

5.2.3.2.1. O&M programs are reviewed IAW locally determined formats; such as, commodity within RC/CC.

5.2.3.2.2. O&M reimbursement programs are reviewed .

5.2.3.2.3. Base procured investment equipment programs are reviewed by line item priority sequence.

5.2.3.2.4. All other programs are reviewed as deemed necessary by the chairperson to support FMB requirements.

5.2.3.3. Review local status of the AFSF ordering authority to ensure programmed supply and equipment requirements can be satisfied. (Note: As required, by a supply representative.)

5.2.3.4. Review any significant financial guidance or policies provided by ANG/USAF, such as general and specific guidance accompanying initial funding; budget call instruction; fiscal year-end reporting specific commodity guidance, legal limitations, etc.

5.2.3.5. Perform RMS continuation/update training as required.

5.2.3.6. Address all other issues pertaining to the financial condition of the unit as deemed necessary by the chairperson to support the FMB.

5.2.4. Meeting minutes. Written minutes for each FWG meeting will be prepared in the format as shown at Attachment 3. The minutes will contain a summary of topics discussed, recommended actions, and copies of applicable briefing charts. The minutes will

be available for review in the base financial management office, and copies will be provided to each FWG member within a reasonable timeframe (normally within 30 days). Also, an information copy will be provided to all FMB members.

6. Resource Management System Training:

6.1. Personnel directly involved in the RMS must have adequate training to carry out their assigned responsibilities. Resource managers need information to develop financial requirements, to monitor actual expenses and obligations against targets, and to analyze the resource impact of alternative courses of action. Therefore, a systematic training program is essential.

6.2. Responsibilities:

6.2.1. The Financial Manager provides RMS training for financial committee members. Such training includes initial and continuation/update training as defined by this instruction.

6.2.2. The RA is responsible for providing initial and continuation/update training to CCMs within the RC. FM personnel may be requested to assist in this training.

6.3. Initial Training:

6.3.1. Initial training must offer an overview of basic ANG financial management policies and an understanding of local unique programs and procedures. Newly assigned RCMs, RAs, and CCMs must be familiar with their duties and responsibilities. The initial training provides:

6.3.1.1. An overview of financial processes.

6.3.1.2. An understanding of their responsibilities to their organization and the Financial Manager.

6.3.1.3. A knowledge of available management reports.

6.3.1.4. An understanding of the RCMs assigned duties.

6.3.1.5. An overview of procurement and supply procedures.

6.3.2. Provide new RC managers with initial RMS training not later than 90 days after assignment of financial management responsibility.

6.3.2.1. Start RAs initial training within 30 days after assignment and complete it within 90 days after assignment.

6.3.2.2. The Financial Manager must provide initial RMS training to all RCMs and their respective RAs.

6.3.3. Training should be provided in group classes or one-on-one sessions, and introduce at least the following subjects:

6.3.3.1. RMS functions and responsibilities of the Commander, RCMs, RAs, CCMs, and the financial management organization.

6.3.3.2. Functions and responsibilities of the FMB.

6.3.3.3. Functions and responsibilities of the FWG.

6.3.3.4. Formulation of the FPlan.

6.3.3.5. Execution of the Plan: OBA, annual and quarterly targets, legal and administrative limitations, fiscal year-end closeout procedures, unfunded requirements, and reprogramming and rephasing within the OBA.

6.3.3.6. Management reports from MBAS/ARMS/MAPPER.

6.3.3.7. Standard base supply system procedures.

6.3.3.8. Procedures for local purchases.

6.3.4. No standard RMS training package exists. There are many vehicles available to assist in conducting RMS training. Incorporating the following material will expand and enhance the trainees' comprehension of the RMS.

6.3.4.1. AFP 170-1, *Resource Manager's Handbook*.

6.3.4.2. ANG Budget Course.

6.3.4.3. Base-level Supply Customer Course.

6.4. Continuation/Update Training:

6.4.1. The Financial Manager will provide each RCM and RA with follow-on training. Design training for specific persons or small groups such as the FWG and FMB.

6.4.1.1. Provide training for maintaining proficiency in using RMS reports and keeping abreast of current management policies on effective use of resources.

6.4.1.2. Frequently hold continuations/update training, tailored to local needs, to keep resource management personnel current on budget and accounting policies, procedures, and instructions.

6.4.2. The required training, the number of people, and training environment determines if the continuation/update training is formal (training sessions or FMB/FWG meetings). Informal training is casual (training through one-on-one contact or during visits to RCs).

6.5. Training Records:

6.5.1. Training records will be established and maintained for each person requiring RMS training. The base financial management office maintains the records for initial and continuation/update training provided to financial committee members. RAs maintain records of initial and continuation/update training provided to their CCMs. As a minimum, training records will reflect:

6.5.1.1. Name.

6.5.1.2. Resource management position.

6.5.1.3. Date of assignment.

6.5.1.4. Date of initial training.

6.5.1.5. Date and subject of continuation/update training.

6.6. Training Record Administration:

6.6.1. Proper documentation of the RMS training program is essential to ensure complete coverage of necessary information for all personnel requiring

training. Use automated or manual record keeping systems. (MBAS/ARMS have features that document RMS training.) Keep training records current. Record initial and continuation/update training by person, date of training, length of training period, and subjects covered.

DONALD W. SHEPPERD
Major General, USAF
Director, Air National Guard

OFFICIAL

DEBORAH GILMORE
Chief
Administrative Services

3 Attachments
1. References, Abbreviations, Acronyms and Terms
2. Suggested RA Continuity Folder Outline
3. Suggested Format for Preparation of FMB/FWG Minutes

Attachment 1**GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS*****Section A--References.***

AFPD 65-6	<i>Financial Management, Budget</i>
AFI 65-601V1	<i>U.S. Air Force Budget Policies and Procedures</i>
AFI 65-601V2	<i>Budget Management for Operations</i>
AFP 170-1	<i>Resource Manager's Handbook</i>
AFR 177-16	<i>Administrative Control of Appropriations</i>
AFM 67-1V2, Part 13	<i>Standard Base Supply Customer's Guide</i>
AF Form 9	<i>Purchase Request</i>
Air National Guard Financial Guidance letter.	
Air National Guard Data Element Code pamphlet.	
Pertinent correspondence, i.e., RMS reports consisting of ARMS/MBAS products, MAPPER products, such as PFMR/OCCR Update and reconciliation List (D11); Project Fund Management Report (M35), Daily Document Register Report (D04), Due-out List (R31), Organization and Cost Center Report List (M03), and the Due-out Validation List (M36); local financial management directives, and local contracting directives and instructions.	

Section B - Abbreviations, Acronyms

AFSF	Air Force Stock Fund
ANG	Air National Guard
ARMS	Automated Resource Management System
CNGB	Chief, National Guard Bureau
CCM	Cost Center Manager
EEIC	Element of Expense/Investment Code
FMB	Financial Management Board
FPlan	Financial Plan
FWG	Financial Working Group
FY	Fiscal Year
GSU	Geographically Separated Unit
IAW	In Accordance With
MAPPER	Maintaining, Preparing, and Producing Executive Reports
MBAS	Micro-based Budget Automated System
OBAN	Operating Budget Account Number
OBA	Operating Budget Authority
RA	Resource Advisor
RC	Responsibility Center
RC/CC	Responsibility Center/Cost Center
RCM	Responsibility Center Manager
RMS	Resource Management System
USPFO	United States Property and Fiscal Officer

Section C - Terms

Budget. A formal estimate of future revenues, obligations to be incurred, and expenditures to be made during a definite period of time, when determined to be appropriate upon the basis of accrued expenditures and costs to be incurred.

Budget Call. The “Call” announces policies to be observed in the preparation of operating budgets and financial plans (FPlan). The Call is directive in nature and subject to amendments as required. Notification to implement the instruction of the Call, including due dates for submissions and special instructions, will be issued as required by ANG/FMB.

Budget Estimates. The funds required in future years to finance a certain programmed level of activity.

Budget Execution. The process involved with every echelon in the budgetary administration subsequent to passage of an appropriation act. It includes such actions as preparation of operating budgets, apportionments, funding actions, review and approval of operating budgets, fund reporting, and reports review.

Cost Center (CC). An organization or unit of activity into which an organization is divided for purposes of cost accumulation and distribution. CCs are subordinate to RCs and are used to identify and accumulate cost data that will assist the RA in managing subsidiary units and activities. CCs are identified by six characters, alpha, or numeric codes.

Cost Center Manager (CCM). The Financial Manager of a CC. The CCM regulates on a day-to-day basis, the consumption of workyears, supplies, equipment, and services and the production of things or performed tasks. These individuals deal with the RA or RC manager on matters pertaining to the financial management of their particular function.

Depot Level Repairable (DLR). DLRs are items from the stock fund with expendability, recoverability, reparability code (ERRC) designator XD1 or XD2, also referred to as line replaceable units (LRUs) and shop replaceable units (SRUs). Centrally stocked items, stored and issued (that were funded with central procurements), carrying the following budget codes are included as DLRs: O, Electronics and Telecommunication spares, S, Aircraft spares, T, Missile spares, W, Other Base Maintenance spares, or X, Vehicular spares. These budget codes convert to Budget Code 8 in the supply system. Non-fly DLRs are applicable to spares in support of equipment items or systems whose failure rate is not directly related to the flying hour program.

Element of Expense/Investment Code (EEIC). EEICs are designed for use in the budget call and financial data accumulation systems to identify the nature of services and items acquired for immediate consumption (expense) or capitalization (investments.). Air Force expense/investment elements are composed of three character numeric codes ranging from 100-999. ANG has expanded many EEICs to five digits in order to identify specific types of expenses/investments.

Financial Management Board (FMB). A committee of top-level staff personnel responsible for approving FPlans and revisions, distributing the FPlans to fund managers, establishing priorities of requirement, and ensuring consistency in programs and missions. This committee has the final approval authority for distribution of funds received from ANG/FMB.

Financial Plan (FPlan). A formal, approved formatted database reflecting how expected financing will be applied to base funding requirements.

Financial Working Group (FWG). A committee comprised of the Financial Manager or budget analyst as chairperson and RAs from staff agencies. The FWG is not a policy-making body; they make recommendations to the FMB.

Fiscal Year (FY). The 12-month period from 1 October through 30 September.

Fund Target. Expected or programmed amounts of funds to be consumed in financial a RC or CC requirement. Normally, targets are established by EEIC. The sum of all targets must equal the total operating budget.

Funding. Represents the amount of dollar authority available during the fiscal period.

Obligation. The estimated or actual amount of the cost of an authorized service or article ordered. This estimate is carried in official accounting records, and reserves funds for the total life of the transaction. Obligations are subdivided into undelivered orders, accrued expenditures (unpaid), and accrued expenditures (paid), reflecting the various stages of the transaction.

Operating Budget. Operating estimate used to price the O&M baseline for the program year prior to developing the program objective memorandum (POM).

Operating Budget Account Number (OBAN). A four position control code which is made up of the Operating Agency Code (ANG is "41") plus the two-digit (alpha or numeric) allotment serial number.

Operating Budget Authority (OBA). An official funding account issued to operating agencies for each appropriation by fund code.

Program. A desired level of activity in a time-based (normally quarterly) sequence.

Reprogramming: (1) The process of revising an established approved program. (2) Revising the distribution of funds within or between RCs and CCs.

Resource Advisor (RA). The RA is an individual appointed by the RCM to monitor the preparation of estimated requirements and associated justification for inclusion in operating budget and FPlan submissions, the development of expense targets and the utilization of resources in day-to-day operations IAW the approved financial program. The RA serves as the primary POC for financial management personnel and other RAs on matters pertaining to the preparation and execution of operating budgets and/or FPlans for a specific RC.

Responsibility Center (RC). An organization subdivision of a operating activity. It is the focal point for managerial control of one or more subordinate CCs and is a level of reporting for financial accounting.

Responsibility Center/Cost Center (RC/CC) Code. A six-digit alpha-numeric code.

Responsibility Center Manager (RCM). The financial management title of the person in charge of an RC. The RCM is responsible for planning, directing, and coordinating the activities of subordinate units who, in turn, consume resources in performance of their assigned mission.

Attachment 2

SUGGESTED RA CONTINUITY FOLDER OUTLINE

A2.1. Listed below are suggested items only. The contents of the folder are determined by unit level AC personnel as local conditions dictate. Acceptable forms of documentation include electronic or written.

A2.1.1. Table of Contents.

A2.1.2. Organization chart (all RC/CCs, PFMR, OCCR and shop codes within the RC).

A2.1.3. List of all CCMs, their alternates, equipment custodians and supply representatives within the RC; to include their organization and telephone number.

A2.1.4. Cost center manager training record.

A2.1.5. A list of financial management regulations and publications maintained by the RA.

A2.1.6. Appointment letter for RA and ARA.

A2.1.7. List of resource management computer products.

A2.1.8. Listing of points of contact for base resource management personnel (FMB/FWG) members, stock fund manager, base supply customer service, etc.).

A2.1.9. Listing of commonly used materiel transaction codes and financial inventory codes.

A2.1.10. List of commonly used element of expense investment codes (EEIC).

A2.1.11. Resource Management System Self-Inspection Checklist (if available).

A2.1.12. Budget "Call" guidance.

A2.1.13. Copies of current fiscal year operating budget inputs.

A2.1.14. Financial management briefing material (slides, charts, etc.).

A2.1.15. Current policy letters and guidance received from the base Budget Office.

A2.1.16. A current listing of all unfunded and unprogrammed requirements for your RC.

A2.1.17. FWG and FMB minutes.

Attachment 3**SUGGESTED FORMAT FOR PREPARATION OF FMB/FWG MINUTES**

1. DATE:
2. PLACE:
3. TIME:
4. MEMBERS PRESENT: Indicate grade, name, and office symbol. (When a non-member attends as an alternate for an appointed member, please designate.)
5. MEMBERS ABSENT: Indicate grade, name, and office symbol.
6. OTHER PRESENT: Indicate grade, name, and office symbol.

DISCUSSION: Minutes should include an informative recap of all items discussed at the meeting and copies of applicable briefing charts.

NOTE: FMB minutes will be signed by the recorder and approved by the chairperson. FWG minutes will be signed by the chairperson. FMB and FWG minutes will be distributed to each member.